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Review of the United Nations Programme in Public Administration and Finance

Review of the United Nations Programme in Public Administration and Finance

Note by the Secretariat

Summary

The present note highlights the major activities undertaken by the Secretariat in 2010 under the United Nations Programme in Public Administration and Finance. It also sets out the strategic framework and scope of activities for the period 2012-2013. The Committee of Experts on Public Administration is invited to review and provide feedback to the Secretariat on these activities, which are intended to assist Governments at the national and local levels in addressing their current public governance and administration challenges and the emerging issues in a globalized world.

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I. Introduction

1. The Division for Public Administration and Development Management of the Department of Economic and Social Affairs of the Secretariat is the principal entity within the Secretariat mandated to implement the United Nations Programme in Public Administration and Finance. Its mission is to promote effective, efficient, accountable, participatory and transparent public administration for the attainment of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences.

2. The present note highlights the major activities undertaken by the Secretariat in 2010 under the Programme for review by the Committee of Experts on Public Administration.

3. The note also sets out the strategic framework and scope of activities to be implemented for the period 2012-2013. The Committee is requested to review and provide feedback to the Secretariat on these activities, which are intended to assist Governments in addressing their current public governance and administration challenges and the emerging issues in a globalized world.

II. Major activities in 2010

4. The activities of the United Nations Secretariat in the area of public administration are implemented under subprogramme 8, Public administration and development management, of section 9, Economic and social affairs, of the programme budget, by the Division for Public Administration and Development Management, with the aim of assisting Governments in advancing public sector reform and improving the quality of public service delivery, in particular to those which have requested assistance and to developing countries, especially the least developed, post-conflict or crisis countries, and countries with economies in transition. A summary of the major activities implemented in 2010 is provided below.

A. Servicing of intergovernmental bodies

General Assembly, Economic and Social Council and Committee of Experts on Public Administration

5. The mandates of the Division for Public Administration and Development Management are defined by resolutions and decisions adopted by the General Assembly and the Economic and Social Council. Through the servicing of intergovernmental bodies, the Division aims to promote enriched dialogue, awareness, policy options and common approaches for the betterment of public service, in particular in the cross-cutting issues of institution-building and human resources development in the public sector, citizen engagement in development management, mobile and e-government development, and information communications technology (ICT) for development with an emphasis on the public sector.

6. The positive impact of the servicing of intergovernmental bodies is reflected in the resolutions and decisions adopted in 2010, which contain at least four references or recommendations pertaining to intergovernmental bodies, including General Assembly resolution 65/141 on information and communication technologies for development and Economic and Social Council resolution 2010/2 on progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society. It is also reflected in the note by the Secretary-General on the continuation of the Internet Governance Forum (A/65/78-E/2010/68) and the report of the Secretary-General on the assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society at the regional and international levels (A/65/64-E/2010/12).

7. Another positive impact is the acknowledgement by the Member States, in General Assembly resolution 65/1, that good governance and the rule of law at the national and international levels are essential for sustained, inclusive and equitable economic growth, sustainable development and the eradication of poverty and hunger, and the commitment by the Member States, in the same resolution, to strengthening public-private partnerships in order to close the large gaps that remain in access to and affordability of ICT across countries and income groups, including by upgrading the quality and quantity of existing telecommunication infrastructure, particularly in the least developed countries, to support more modern ICT applications and greatly increase connectivity, access and investment in innovation and development and the effective use of innovative ICT applications and e-governance tools.

8. Entrusted by the Under-Secretary-General for Economic and Social Affairs, the Division continues to be the focal point within the Department for coordinating ICT for development, including e-government, i-parliament and Internet-governance-related issues.

Committee of Experts on Public Administration

9. The Division provided substantive and administrative service to the Committee of Experts on Public Administration[1] at its ninth session, which was held at Headquarters from 19 to 23 April 2010. The discussion session reflected the underlying belief that the economic and financial crisis and the ensuing reform processes have moved the issues of public governance and administration to the centre stage of development. The Committee focused specifically on the necessity for: (a) a speedy and coordinated policy response; (b) leadership capacity development in the public sector; (c) citizen-centred public service delivery; (d) transparency and accountability; and (e) social and financial protection for vulnerable groups. The Committee also agreed to adopt a multi-year programme (2011-2013) on the theme "Public governance for results to improve the quality of human life for all, by supporting the implementation of the internationally agreed development goals, including the Millennium Development Goals".

10. The Committee also considered the theme of the 2010 annual ministerial review of the Economic and Social Council, namely gender equality and empowerment of women. Specifically, it tackled the question of how public administration, through the appropriate use of ICT, can engage women more

[1] See www.unpan.org/cepa.

actively in decision-making processes to ensure their empowerment and promote gender equality. Recommendations focused on the continued high relevance and importance of gender equality, the underrepresentation of women in public administration and the importance of ICT as a tool to advance women's empowerment.

11. Based on its discussion of the above-mentioned topics, the Committee recommended to the Economic and Social Council a draft resolution for its consideration and adoption. At its substantive session in July 2010, the Council considered the draft resolution, which is contained in the report of the Committee on its ninth session (E/2010/44-E/C.16/2010/5). It will resume its review in early 2011 before its next substantive session in July 2011.

12. The tenth session of the Committee is scheduled to be held from 4 to 8 April 2011.

B. Analytical research

United Nations public administration country studies

13. The reach and convening power of the United Nations enables it to provide complete, up-to-date information on and assessment of areas that can lead to the accelerated achievement of the internationally agreed development agenda, including the Millennium Development Goals. To that end, a new initiative entitled "United Nations public administration country studies" was developed in 2010 and will be maintained by the Division as a comprehensive, up-to-date and readily accessible online knowledge base of country profiles on public governance and administration. This new initiative has already received very positive feedback from a large number of Member States.

14. The knowledge base assists Governments in making evidence-based decisions by providing country data and global views on conventional and emerging topics related to public administration from all 192 Member States.

15. The content is categorized by country and region and by theme. The themes are directly related to the eight Millennium Development Goals. With its intuitive and easy-to-navigate interface supporting the six official United Nations languages, the knowledge base provides access to rich reference and primary source materials on public administration, including the following:

(a) Constitutions, laws and regulations, such as codes of conduct for public service, public service charters, national constitutions on citizen engagement, freedom of information acts and data protection acts;

(b) Policies and strategies, such as public sector reform strategies, national policies on citizen engagement, e-government strategies and knowledge management strategies;

(c) Reference on national government structures, such as government frameworks, parliaments, ministries and agencies, offices of Chief Information Officers or equivalents, and national economic and social councils or equivalents;

(d) Comparative civil servant statistics, such as percentage of public sector employees, breakdown by gender and professional, and human resources adequacy and capacity;

(e) Compendium of good practices and lessons learned, categorized by country and theme;

(f) Directory of practitioners, experts and resource persons, categorized by country and theme.

16. As a research tool for decision makers in Governments, the knowledge base is equipped with the latest Web 2.0 technologies designed for enhanced user experience and increased collaboration, with features to support research and shared workspaces.

United Nations e-Government Survey

17. The flagship publication of the Division is the *United Nations e-Government Survey*,[2] which assesses 192 countries with respect to their e-government development and the extent of e-participation. The reports of the surveys for 2003, 2004, 2005, 2008 and 2010 provide time-series data and an analysis of trends in e-government readiness and development across regions and at the country level, and have become the global benchmark for measuring e-government development. References to the survey have occurred in the following: (a) Information and communication at-a-glance tables;[3] (b) *Government at a Glance 2009*;[4] (c) *Global Information Technology Report 2009-2010: ICT for Sustainability*;[5] (d) *Europe's Digital Competitiveness Report*;[6] (e) *E-readiness rankings 2009: The usage imperative*;[7] (f) *eGovernment of Tomorrow: Future scenarios for 2020*;[8] (g) *Enterprise Architecture as Platform for Connected Government*;[9] and (h) *e-Government success: A global benchmark and segmentation*.[10]

18. In 2010, the Division commenced preparation for the next edition of the survey, including trial data collection, research and analysis. The next edition will include a new component to assess the provision of public information on the environment by Governments. This will be the Division's main contribution to the

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[2] See www.unpan.org/e-government.

[3] Available from http://data.worldbank.org/data-catalog.

[4] Organization for Economic Cooperation and Development, *Government at a Glance* (Paris, 2009). Available from www.sourceoecd.org/governance/9789264061644.

[5] Soumitra Dutta and Irene Mia, eds., *Global Information Technology Report 2009-2010: ICT for Sustainability* (Geneva, World Economic Forum, 2010).

[6] European Commission, *Europe's Digital Competitiveness Report* (Luxembourg, 2010). Available from http://ec.europa.eu/information_society/digital-agenda/documents/edcr.pdf.

[7] Economist Intelligence Unit, *E-readiness rankings 2009: The usage imperative* (Economist Intelligence Unit Ltd., 2009). Available from http://graphics.eiu.com/pdf/E-readiness%20rankings.pdf.

[8] Lennart Nordfors and others, *eGovernment of Tomorrow: Future scenarios for 2020* (VINNOVA (Swedish Governmental Agency for Innovation Systems), November 2009). Available from http://www.vinnova.se/en/Publications/.

[9] Pallab Saha, *Enterprise Architecture as Platform for Connected Government* (National University of Singapore Institute of Systems Science, Singapore, 2010).

[10] CS Transform, *e-Government success: A global benchmark and segmentation* (CS Transform Ltd., London, 2010).

preparatory process for the United Nations Conference on Sustainable Development (Rio+20).

19. The Division prepared and presented several analytical papers in 2010, including:

(a) "Enhancing public administration effectiveness in Africa through strengthening local leadership capacity", presented at the thirty-second Round-table Conference of the African Association for Public Administration and Management, held in Durban, South Africa, in November 2010;

(b) "Strategies for attracting and retaining the best talent in the public service in Africa: challenges and strategies", presented at a capacity-building workshop on strengthening human resources capacities for the achievement of the Millennium Development Goals and the development of Africa, held in Cotonou, Benin, in April 2010;

(c) "Public administration and the Millennium Development Goals: leadership and policy imperatives", presented at a panel discussion on the role of public administration in the achievement of the Millennium Development Goals, held at the International Institute of Administrative Sciences and International Association of Schools and Institutes of Administration Congress in Bali, Indonesia, in July 2010;

(d) "Improving public service delivery through the application of ICT in Africa and Europe", presented at a ministerial workshop at the Global Forum on Local Development: Pursuing the MDGs through Local Government, held in Kampala. The same technical paper was presented at the IX All-Russian Forum on Strategic Planning in the Regions and Cities of Russia, in St. Petersburg, Russian Federation. The paper analyses different tools and applications used for public service delivery in such fields as taxation, public health and disaster prevention;

(e) *World e-Parliament Report 2010*,[11] presented at the World e-Parliament Conference 2010, held in October 2010 at the Pan-African Parliament in Johannesburg, South Africa;

(f) *Internet Governance: Creating Opportunities for All*,[12] presented at the fifth annual meeting of the Internet Governance Forum, held in Vilnius in September 2010.

C. Knowledge-sharing and training

20. The United Nations Public Administration Network[13] is an online network of 32 relevant international and regional institutions and United Nations-related agencies. In 2010, the Network continued to serve as the de facto global network and portal for public administration and governance.

[11] *World e-Parliament Report 2010* (United Nations publication, Sales No. E.10.II.H.5).

[12] *Internent Governance: Creating Opportunities for All* (United Nations publication, Sales No. E.10.II.A.15).

[13] See www.unpan.org.

21. The UNPAN Online Training Centre[14] is a web-based learning centre that delivers online capacity-building courses on various public administration topics. In 2010, the Centre delivered 21 online courses free of charge, covering various topics related to electronic and mobile government, institution and human resources management in public administration, and knowledge management in government and the Millennium Development Goals, to participants from around the world.

22. A new online training course entitled "Introduction to citizen engagement in public governance for the realization of the Millennium Development Goals" was developed by the Division in 2010. The course, which includes eight integrated modules, provides an overview of the ideas, issues, tools, practices and methodologies of participatory public governance that can be effective in fostering the achievement of the Goals. The objective of the training course is to enhance knowledge and capacities and to motivate citizens to take action.

Capacity-building workshops

23. A workshop entitled "Engaging citizens in development management and public governance for the achievement of the Millennium Development Goals"[15] was held in Barcelona, Spain, in June 2010. The workshop was attended by 82 participants from Governments, academia, civil society, the private sector and intergovernmental organizations, from 22 countries in all five global regions. The workshop addressed policies, strategies, practices and tools for public administrations to promote citizen engagement in development management, with a particular focus on the achievement of the Millennium Development Goals. The workshop included panel discussions led by international citizen engagement experts and group discussions on innovative approaches, methodologies and tools, including innovative e-tools for citizen engagement presented by private sector entrepreneurs from Australia, Brazil, Colombia and Venezuela (Bolivarian Republic of).

24. A capacity-building workshop for public sector human resources managers in Africa on strengthening human resources capacities for the achievement of the Millennium Development Goals and the development of Africa was held in Cotonou, Benin, in April 2010. The workshop, organized by the Division, was designed for human resources managers in the public sector in Africa, in particular those responsible for public service in public service commissions and other appointing authorities in the public sector, and representatives of management development institutes. It brought together more than 200 participants from 42 countries in Africa.

25. Participants in a workshop on capacity-building for standards of excellence in public administration education and training in Asia, given at the thirty-eighth Congress of the International Institute of Administrative Sciences and the International Association of Schools and Institutes of Administration, held in Bali, Indonesia, determined that they would adopt the standards and apply them to strengthen the capacities of the institutes they represented. These standards, which were developed by the Division and the Association, have been applied by public administration institutes worldwide to improve their capacity. The workshop was conducted by the Division in collaboration with the Association, as part of an

[14] See www.unpan.org/elearning.

[15] See www.unpan.org/ce for the complete programme and workshop report.

initiative to improve public administration education and training, in particular in developing countries.

26. At a ministerial workshop on leadership capacity-building for decentralized governance and poverty reduction in Africa, organized by the Division and held in Kampala, Uganda, in October 2010 in conjunction with the Global Forum on Local Development, key stakeholders in local governance from 22 African countries recommended the strengthening of public administration and leadership capacities to enhance accountability and improve the delivery of services at the local level, which would accelerate the achievement of the Millennium Development Goals. The focus of the workshop was on (a) the linkages between the capacity of local leadership and local development; (b) strengthening public administration in local governments for effective delivery of services; (c) improving the delivery of services through the application of ICTs; and (d) how to implement the recommendations made by the Global Forum on Local Development to speed up the achievement of the Goals at the local level.

27. With the main objective of providing advice to policy formulators, in particular human resources managers in the public sector, and decision makers, especially Ministers responsible for public service, on the policy elements that should be instituted in the public sector to best drive the management of human resources for the effective implementation of government policies and programmes, in particular those related to the achievement of the Millennium Development Goals and other internationally agreed development goals, the Division organized an expert group meeting on human resources management policies in Africa, in collaboration with the African Association for Public Administration and Management and the Africa Public Sector Human Resources Managers Network in Durban, South Africa, in November 2010.

28. As a result of a capacity-building workshop on promoting innovation in public service delivery for achieving the Millennium Development Goals, which was co-organized by the Division and the General Directorate for Citizen Participation of the government of Catalonia, Government officials created partnerships to continue sharing knowledge about innovation in government. The discussions and recommendations from the workshop were included in the "Barcelona Declaration", which was read out prior to the ministerial round table. Over 80 people from 22 countries worldwide participated in the workshop, which was held from 21 to 23 June 2010 in Barcelona, Spain.

D. Advocacy and partnership-building

29. One of the core focuses of the Division is to facilitate dialogue, improve accessibility of information and knowledge-sharing, and promote partnership-building among international, regional and national institutions, including public, private, academic and non-profit organizations, through the United Nations Public Administration Network and the United Nations Public Service Awards and United Nations Public Service Day. Inter-branch collaboration within the Division and inter-agency collaboration were particularly encouraged to deliver integrated and cohesive activities, services and products through inter-branch teams and systematic planning and implementation mechanisms and by strengthening networks such as

the United Nations Public Administration Network and the cluster on governance and institution-building under the Executive Committee on Economic and Social Affairs.

The United Nations Public Service Awards and United Nations Public Service Day

30. By its resolution 57/277, the General Assembly designated 23 June as United Nations Public Service Day. In 2000, the Economic and Social Council established the United Nations Public Service Awards[16] programme to promote better delivery of services by Governments. It is the most prestigious international recognition of excellence in public service. Through an annual competition, it rewards the creative achievements and contributions of public service institutions with respect to promoting a more effective and responsive public administration in countries worldwide.

31. The 2010 United Nations Public Service Awards ceremony and a forum on the theme "The role of public service in achieving the Millennium Development Goals: challenges and best practices" were co-organized by the Division and the government of Catalonia, Spain, and were held in Barcelona, Spain, from 21 to 23 June 2010. An expert group meeting on the delivery of services in crisis situations was also held during the forum, bringing together experts and practitioners.

32. A parallel capacity-development workshop resulted in a set of recommendations on how to promote innovation in government, which was presented to a ministerial round table. Also at a ministerial round table, 15 ministers discussed how to strengthen governance and public administration to promote development and achieve the Millennium Development Goals.

33. A workshop on advancing e-government development and knowledge management was also held. Key lessons learned were incorporated into a set of recommendations that were reflected in the Barcelona Declaration. Among them was the issue of considering e-government not as an additional technological option but as a duty of the State to promote engagement, transparency and accountability. E-government as a duty of the State was defended by various Government representatives.

34. In total, 23 winners from Albania, Australia, Bahrain, Brazil, Canada, Germany, Japan, India, Italy, the Republic of Korea, Lebanon, Oman, Saudi Arabia, Tunisia and the United Republic of Tanzania received a United Nations Public Service Award. The event resulted in a better understanding of how government leadership can be more effective in pursuing the Millennium Development Goals and in increasing knowledge of innovative solutions to complex governance challenges, in particular in crisis situations.

35. In October 2010, the Division and the United Nations Development Fund for Women (now part of UN-Women) jointly initiated a new United Nations Public Service Awards category entitled "Promoting gender-responsive delivery of public services". It is apparent that the achievement of gender equality remains a great challenge in many parts of the world and negatively affects progress towards all of the Goals. While there has been notable progress in ratifying conventions and improving legislation, adequate design and delivery of gender-responsive services

[16] See www.unpan.org/unpsa.

have lagged behind. For that reason, it is anticipated that this award will serve as a token of recognition for all the public servants who work untiringly to improve the delivery of services to women and serve to motivate others to learn and replicate their good examples.

36. In October 2010, the Division and the United Nations Office on Drugs and Crime jointly established a new United Nations Public Service Awards category entitled "Preventing and combating corruption in public service". This visionary and important partnership, which aligns the Division's and the Office's missions with respect to integrity, accountability and transparency, will help to collect, document, share and possibly replicate good practices in the area of anti-corruption. It will also encourage higher standards of public conduct and promote greater awareness of the importance of taking action against corruption in order to achieve the Goals.

Governance and institution-building cluster of the Executive Committee on Economic and Social Affairs

37. The Division is the lead focal point of the governance and institution-building cluster of the Executive Committee on Economic and Social Affairs.

38. As part of the Secretariat's effort to promote coherence and common approaches among United Nations entities engaged in normative, analytical and technical work in the economic and social field, in particular in the governance and institution-building cluster, the Division initiated and implemented the following activities with other entities within the same cluster:

(a) A technical cooperation project on strengthening national capacities and supporting national structures for the management of the economy in Chad towards the achievement of the Millennium Development Goals, in cooperation with the United Nations Development Programme (UNDP);

(b) An expert group meeting on the topic "E-Government and new technologies: towards better citizen engagement for development", held in Geneva in May 2010, in cooperation with the International Telecommunication Union (ITU). The participants reviewed and analysed approaches and best practices aimed at better understanding what constitutes citizen engagement in the context of e-government, and related policies and programmes for good e-governance for the implementation of the Goals. They also considered how citizen engagement and e-government could best be applied for good governance in countries worldwide;

(c) A Development Account project on strengthening public sector human resources management capacities in Africa, in cooperation with the Economic Commission for Africa. Project activities included capacity-building workshops, expert group meetings, study tours, online training programmes and a publication on human resources management in the public sector.

Implementation of the World Summit on the Information Society Action Lines C1, C7eGov and C11

39. The Division is the lead facilitator for action lines C1, C7eGov and C11 of the Tunis Agenda for the Information Society.[17] In 2010, it continued to focus its efforts on facilitating the exchange of views, information and experiences, and on fostering

[17] See www.unpan.org/dpadm/wsisfollowup.

policy dialogue and advocacy, thereby assisting countries in capacity-building and advocacy programmes for information and communications technologies for development among Governments, civil society and other stakeholders involved in the implementation of the above-mentioned action lines.

Action Line C1: the role of public governance authorities and all stakeholders in the promotion of information and communications technologies for development

40. The Division provided servicing of intergovernmental bodies on issues related to enhanced cooperation on international public policy issues pertaining to the Internet, in particular in 2010, in accordance with Economic and Social Council resolution 2010/2, and on issues related to the Internet Governance Forum, in particular in 2010, in accordance with General Assembly resolution 65/141 on information and communications technologies for development.

Action Line C7e: e-Government

41. The fifth annual World Summit on the Information Society consultative meeting was organized by the Department of Economic and Social Affairs, in collaboration with ITU, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Conference on Trade and Development (UNCTAD) and UNDP, in Geneva, for the implementation of the World Summit on the Information Society action plan. The consultative meeting is highly appreciated by the coordinating international organizations. In 2010, the meeting focused on the theme "E-government and new technologies: towards better citizen engagement for development", and was held in the context of the World Summit on the Information Society Forum on 12 May 2010. The wealth and diversity of over 20 innovative studies and the experiences shared during the meeting provided excellent insights for Governments planning to implement citizen engagement activities within their e-government initiatives. Over 60 participants, including senior policymakers, experts on citizen engagement and e-government initiatives, representatives from academia, civil society, social media networks, the private sector and international organizations from both developed and developing countries, attended the meeting.

42. In order to thoroughly review the methodology of the United Nations e-Government Survey and respond to current trends in e-government programmes, an expert group meeting on the theme "United Nations e-Government Survey 2012: towards a more citizen-centric service delivery", was held in New York in December 2010. The meeting included a comprehensive revision of the United Nations e-Government Survey questionnaire and a proposal for new indicators. A group of e-government experts from academia and research institutes participated in the expert group meeting. The discussions focused mainly on six proposed initiatives: (a) user take-up and training on public service delivery through ICT tools; (b) accessibility of Internet or mobile connectivity for all; (c) accessibility of e-services to vulnerable groups; (d) citizen engagement in e-service delivery; (e) whole-of-government and one-stop service provision; and (f) information services on environment-related issues.

43. The establishment of the Broadband Commission for Digital Development in 2010 comes five years after the World Summit on the Information Society, and 10 years after the launch of the Millennium Development Goals. Its key aim is to

accelerate the attainment of those Goals by the target date of 2015, through the introduction of ubiquitous access to broadband. Global leaders in government, business, civil society and international organizations were invited to serve on the Broadband Commission as commissioners by the Secretary-General of ITU and the Director-General of UNESCO, with the strong support of the Secretary-General. Given that the Under-Secretary-General for Economic and Social Affairs is a commissioner on the Broadband Commission, the Division provided input to both the report of the Commission entitled "A 2010 leadership imperative: the future built on broadband"[18] and the background report to the Broadband Commission. The focus of its inputs was on e-government, including ICT and using broadband to make public service and government operations more efficient, effective, transparent and accountable. The report of the Commission was debated and finalized at a meeting of the commissioners in Geneva, in July 2010.

44. On behalf of the Department of Economic and Social Affairs, the Division serves as one of the members of the World Summit on the Information Society indicators working group, led by ITU with a number of agencies of the United Nations system. The purpose of the working group is to develop particular e-government indicators, as requested in the World Summit on the Information Society plan of action.

Action Line C11: international and regional cooperation

45. The Division continued to contribute to the "Partnership on Measuring ICT for Development", which is an international, multi-stakeholder initiative to improve the availability and quality of ICT data and indicators, in particular in developing countries. A multi-stakeholder meeting of the Partnership was hosted by the Division in February 2010, with participants from the World Bank, ITU, UNCTAD, UNESCO and the Economic Commission for Latin America and the Caribbean (ECLAC). The participants reported on and reviewed the progress made by the various task groups working under the aegis of the Partnership and discussed planned activities for the period 2010-2011. The report of the Partnership to the United Nations Statistical Commission was made available as an information item at the forty-first session of the Commission (see E/CN.3/2010/28). It was considered important for the Partnership to continue to include ICT statistics on the Commission's agenda as a means of encouraging the adoption of such statistics by the Member States. ITU informed the Partnership that it was working on a quantitative review of the ICT indicators, in collaboration with the UNESCO Institute of Statistics, the Department of Economic and Social Affairs and the World Health Organization (WHO), in order to identify a set of measurable indicators that could be applied by national and international stakeholders to monitor progress in achieving the World Summit on the Information Society targets, and to take stock of what had been achieved to date in terms of reaching the targets.

Internet Governance Forum

46. The Division prepared the note by the Secretary-General on the continuation of the Internet Governance Forum (A/65/78-E/2010/68), on the basis of formal consultations of different stakeholder groups at the fourth Internet Governance Forum meeting at Sharm el-Sheikh in 2009.

[18] Available from www.broadbandcommission.org/report1/report1.pdf.

47. The fifth and last meeting of the Forum under its original mandate, was held in Vilnius in September 2010, and concluded with a number of calls by participants for continued dialogue and a renewed mandate. Jomo Kwame Sundaram, Assistant Secretary-General for Economic Development, Department of Economic and Social Affairs, opened the conference with President Dalia Grybauskaite of Lithuania. The theme of the meeting was "Developing the future together", a concept embodying what many participants perceive to be a fundamental achievement of the Forum, namely bridging cultural differences among stakeholders to discuss, in a flexible, open format, critical Internet resources, access, diversity, security, privacy and the many other important matters at hand.

Global Alliance for ICT and Development

48. The Global Alliance for ICT and Development[19] continued to advocate for the application of ICT to accelerate development to achieve the internationally agreed development goals, including the Millennium Development Goals. In December 2010, the Alliance held its fifth annual Global Forum, focusing on the theme "Information and communication technologies for achieving the Millennium Development Goals: moving from advocacy to action", in Abu Dhabi, United Arab Emirates. Alliance partners and experts discussed the current status of the role of ICT in development and performed a "reality check" to identify the barriers that were impeding ICT from fulfilling its vast and widely recognized potential to spur economic and social development. New market strategies to increase access to markets for developing countries, especially for infrastructure development and general ICT expansion, were identified as a crucial step that needed to be taken at the global level to help mainstream ICT into development for those that need it most. Accessibility to technologies by people living in rural areas and others living without the necessary connectivity to benefit from ICT, was also identified as a major barrier. Cloud computing and the reduction of the cost of basic technologies were presented as key solutions to that problem. Representatives from the African continent were especially vocal about the realities of the digital divide.

International Organization of Supreme Audit Institutions

49. The Division and the International Organization of Supreme Audit Institutions agreed to continue cooperation on themes related to accountability, auditing and citizen engagement to foster development. At the end of 2010, the Division participated in a regional meeting of the Asian chapter of the Organization and presented a preliminary conceptual framework and an action plan for 2011, including joint cooperation efforts to enrich the United Nations public administration country studies with relevant information on supreme auditing institutions and to conduct analytical work on accountability in development management.

International Association of Economic and Social Councils and Similar Institutions

50. In 2010, the Division and the International Association of Economic and Social Councils and Similar Institutions continued a number of cooperation activities on economic and social councils. Capacity-building workshops were held in Ouagadougou and Cotonou, Benin. In addition, working meetings to assess capacity-building needs were held in Nairobi and Tunis. Cooperation also led to

[19] See http://www.un-gaid.org/.

joint work on creating a section in the country studies on economic and social councils as relevant and important institutions for participatory governance, and on conducting a survey among members of African economic and social councils to gather information for subsequent analytical work.

E. Advisory assistance

51. Through its three substantive branches, the Division carries out technical cooperation activities in the form of advisory services and training activities on subjects falling within its mandate. The overall thrust of the Division's technical cooperation programme is to assist, at the request of national and local Governments, in the capacity-building of Government officials and institutions and, increasingly, of civil society organizations for the reform and modernization of public administration, in particular with respect to the focus areas of institutional and human resources capacity development; electronic-government and mobile-government development; and development management through citizen engagement. It should be noted that the findings and recommendations of advisory missions and the outcomes of training activities, including their publications, feed into the Division's normativ and advocacy work and provide support to the intergovernmental dialogue of the Economic and Social Council and the Committee of Experts on Public Administration.

52. The budget of technical cooperation projects comes from the United Nations Regular Programme for Technical Cooperation, the Development Account, extrabudgetary sources such as UNDP and UNDP-administered funds, and numerous funds in trust, with contributions from donor countries and other agencies.

Global Centre for ICT in Parliament

53. In 2010, the Global Centre for ICT in Parliament[20] remained in the forefront of efforts to strengthen the capacities of parliaments. The Centre published the *World e-Parliament Report 2010*,[11] which assists parliamentary leaders, members and staff in responding to the challenges facing parliaments and exploiting the considerable benefits of ICT in the legislature context. It guides readers through the unique environment of parliaments and technology and, while providing evidence of the complexities of e-parliament, suggests ways to overcome some of the obstacles to its effective adoption. In addition, the report presents the latest data on the use and availability of systems, applications and other technical tools in parliaments around the world, and addresses the many challenges that the information society poses for parliaments. The report highlights two critical issues, namely communication with citizens and the demand for transparency and accountability. It also proposes a methodology for assessing ICT in legislatures and provides an analysis of how inter-parliamentary cooperation can leverage synergies among nations by proposing to the parliamentary and donor communities a shared framework for e-parliament based on strategic goals that serve democracy, good governance and the attainment of the internationally agreed development goals.

54. The *World e-Parliament Report 2010* was presented at the World e-Parliament Conference 2010, which was organized by the Global Centre in collaboration with

[20] See http://www.ictparliament.org.

the Pan-African Parliament and the Parliament of South Africa and held at the Pan-African Parliament in Johannesburg, South Africa, in October 2010. It brought together more than 400 participants, including leaders, members of parliaments and senior parliamentary staff of 95 chambers from 83 countries, as well as representatives from international organizations, universities and other associations and institutions.

55. The Global Centre for ICT in Parliament has supported parliaments at the national level in Guinea-Bissau, Mauritania and the Sudan, in countries of the Southern African Development Community, and in countries of the Caribbean, to elaborate strategies for strengthening their capacities using ICT.

United Nations Project Office on Governance

56. In 2010, the activities of the United Nations Project Office on Governance[21] included the International Conference on Good Governance for National Development, the "e-cities" workshop, the development of a partnership with the Ministry of Public Administration in the Republic of Korea on the development of United Nations public administration country studies, and the initiation of research activities on ICT for gender equality. The e-cities initiative was renamed as "Promotion of local and national e-government", in order to link local e-government initiatives at the city level with national development frameworks. The network includes national cities associations and national partners from a number of countries, including Bangladesh, Cambodia, India, Mongolia, Pakistan, the Philippines, Sri Lanka, Thailand and Viet Nam.

Support for the implementation of the Africa i-Parliaments action plan

57. The Africa i-Parliaments project supported the following capacity-building initiatives:

(a) Legislation processes: Hosted by the Government of Uganda on behalf of the East African Legislative Assembly, the East Africa evidence-based legislation training workshop in February 2010 was attended by 30 participants, including members of Parliament from the East African Legislative Assembly General Purpose Committee, members of Parliament from the East African National Assemblies and parliamentary staff from East Africa and other regions of Africa;

(b) Information and research: On the occasion of African Parliamentary Knowledge Network Day and at the annual meeting of the Association of Parliamentary Libraries of Eastern and Southern Africa, the "African Parliamentary Knowledge Network" project was presented to the librarians from East and Southern Africa who had attended the Association's General Assembly in Lilongwe. The meeting was attended by 21 staff members of the parliaments belonging to the Association. Activities supported through the Network project to provide capacity-building and common services for parliamentary libraries were highlighted. In particular, the Network's Federated Parliamentary Library portal, which was developed through an open source library management system named "Koha" was presented, and feedback on improvement was requested;

[21] See http://www.unpog.org.

(c) Updating of the Network's portal: The project continued to develop and maintain the Network's portal, adding more collaborative features that would make the parliaments more responsible for creating information for the Network and sharing capacity-building and the building of common services.

Enhancing the role of national, economic and social councils in francophone Africa

58. In late 2009, the Division began the implementation of the Development Account project to strengthen economic and social councils in Africa. In June 2010, a regional workshop for such councils was held in Ouagadougou, co-organized by the Department of Economic and Social Affairs in cooperation with the International Association of Economic and Social Councils and Similar Institutions and the economic and social council of Burkina Faso. Council Presidents, Secretary-Generals and council members from 14 countries attended the workshop. Participants discussed the council's requirements to contribute to national development strategies and policies in response to the current economic crisis. In addition, analytical work was begun for a publication in 2011, which will be supported by empirical research based on a survey conducted in 2011.

Poverty reduction strategy and capacity development in Gabon, Mali and Togo

59. As part of its action to strengthen institutional capacity for socio-economic governance in Africa, the Division completed the implementation of technical cooperation activities in Gabon, Mali and Togo in 2010. In Mali, support was provided to the Observatory on Sustainable Human Development and the fight against poverty; in Togo, the project supported capacity development for the national poverty reduction strategy, including both the formulation and implementation of policies; and in Gabon, support was provided for the finalization of its poverty reduction strategy.

Africa governance inventory — phase II

60. This project started in 2001 and ended in 2010. The major output of the initiative was the development of the Africa governance inventory portal and its subsequent transfer to the platform of the United Nations Public Administration Network. This online portal contains a considerable amount of information on governance programmes and projects implemented since the 1990s in 33 African countries, including more than 2,600 governance initiatives with a total budget of over $18 billion. The usefulness of the inventory as an interactive management tool was highlighted by its users. It was also recognized that the inventory facilitated substantive discussions on resource allocation to different priority areas in governance, within each Government and between Governments and development partners. Moreover, on several occasions, project beneficiaries emphasized the inventory's important role in stimulating partnership creation, enhancing data exchanges and facilitating international dialogue on governance priorities and objectives. Users also underlined the role of Africa governance inventory for capturing data using a common reporting framework. Lastly, a consensus on the inventory's relevance to the African Peer Review Mechanism of the New Partnership for Africa's Development was highlighted.

E-government development

61. The Division organized missions to and meetings with Albania, Brunei Darussalam and Tunisia to help strengthen e-government development in those Member States. Examples include a mission to Brunei Darussalam and participation in the International Conference on e-Government and Administrative Simplification in May 2010. The results of the 2010 United Nations e-Government Survey generated much interest among conference participants, with a number of countries indicating that they use the Survey as a benchmarking tool in their e-government development programme.

62. Another example is the advisory mission to Albania to consult on the Government's e-government strategy and its implementation. Discussions focused on the Division's support in strengthening Albania's e-government capacity and enhancing the awareness of public officials of the importance of comprehensively addressing e-government issues. The Division's meeting with the UNDP office in Albania led to an agreement on close collaboration in the area of e-government. An advisory mission to Tunisia was also undertaken within the framework of the UNDP project, to help strengthen the country's e-government development. During the mission, discussions were held on the methodology of the United Nations e-Government Survey and the strengths and challenges of e-government in Tunisia. The mission also led to the finalization of the terms of reference of the UNDP project, strengthening the foundation of cooperation between the Division and UNDP.

63. In 2010, the Division undertook a total of 12 advisory missions to support Governments in implementing their respective e-strategies, focusing on e-content, citizen engagement, online services, e-participation, infrastructure development, e-government policies and guidelines, bridging the digital divide, and developing an institutional framework. Missions were undertaken to Albania, Bahrain, Brazil, Brunei Darussalam, Dominica, Lebanon, Lesotho, Liberia, Tunisia and the United Arab Emirates. As a result of these advisory missions, developing and emerging economies gained a better understanding of e-government. The missions also empowered these countries to strengthen their respective strategies, policies, content development, citizen engagement and use of social networking tools, while building their capacities at the national level.

64. Building upon the e-governance programme implemented by the Government of Ghana with UNDP support, which focuses on developing a system for gathering, managing and sharing data that would facilitate information flow among all ministries, departments and agencies, the Division is assisting the Government of Ghana in bridging the digital divide and developing a knowledgeable and informed society. To that end, a certified e-mail system will be implemented in 10 Government institutions in Ghana through the project "E-government initiative in Africa-Ghana". The necessary technical and financial evaluations have been completed on the basis of the international proposals received. The project activities are scheduled to begin in the first quarter of 2011.

65. In conjunction with the Government of Bahrain and the UNDP office in Bahrain, the Division embarked on an effort to increase Arabic content on the Internet and began implementing a project called "The Arab centre for e-government content". The project aims to improve Arabic search capability on the Internet, increase the e-government capacity and knowledge of Government

institutions, and increase Arabic content. The project has recruited a team and has obtained the premises to deliver the objectives of the project. An international workshop is planned in February 2011, which will draw on expertise on Arabic content to develop a way forward.

66. The Division provided technical cooperation services and advisory inputs into the Caribbean regional e-government strategy. It organized capacity-development workshops in Antigua and Barbuda, Dominica, Grenada, Montserrat, Saint Lucia and Saint Vincent and the Grenadines, in partnership with the Caribbean Centre for Development Administration. The Division initiated technical support for the establishment of a network of innovative cities in Brazil, in partnership with the Government and the association of municipalities.

III. Proposed strategic framework for the period 2012-2013

67. The Committee is invited to provide its comments on the proposed strategic framework for the period 2012-2013 for subprogramme 8, Public administration and development management, of section 9, Economic and social affairs.

68. The proposed strategic framework is as follows:

Objective of the Organization: to promote effective, efficient, transparent, accountable and citizen-oriented public administrations in the areas of: (a) institutional and human resources capacity development; (b) electronic/mobile-government development; and (c) citizen engagement and information communications technologies (ICT) for development management.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved accessibility of information and knowledge-sharing through the United Nations Public Administration Network and public administration country studies	(i) Increased number of visits/views to and downloads from the United Nations Public Administration Network
	(ii) Increased number of stakeholders in the area of public administration and governance, benefiting from the usage of an online public administration knowledge base
(b) Enhanced facilitation of dialogue, resolutions and actions on public administration issues effectively supported through improved publications, products and services	(i) Increased number of references/ recommendations/decisions found in resolutions of intergovernmental bodies
	(ii) Increased number of references made or recommendations/decisions drawn from external publications, products and services
	(iii) Increased positive feedback on the subprogramme's advocacy, advisory and training activities

(c) Increased capacity of Governments at the national and local levels to strengthen professionalism, accountability and excellence in the public sector	(i) Increased participation in the United Nations Public Service Awards and United Nations Public Service Day (ii) Increased participation in online and offline training (iii) Increased number of advisory services requested by countries (iv) Increased number of methodological and technical recommendations implemented by Governments at the national, regional and local levels as a result of advisory services and technical cooperation projects

69. The strategy to achieve the above-mentioned expected accomplishments is based on an integrated approach comprising the provision of substantive support to the General Assembly, the Economic and Social Council, the Committee of Experts on Public Administration, the United Nations Public Service Awards and United Nations Public Service Day, and the provision of analytical research, advocacy, advisory services, training and knowledge-sharing in public administration and development management. The strategy aims to:

(a) Promote greater awareness, common approaches, understanding and sustainable policy options among Governments in key substantive areas of public administration and development management;

(b) Strengthen partnerships and cooperation with other international, regional and professional organizations, both public and private, within and outside the United Nations system, to build an online global knowledge base in public administration and development management that is comprehensive, useful and easy to access;

(c) Provide analytical research, advocacy, advisory services, training and knowledge-sharing, in particular to countries or related institutions that have requested assistance, and to developing countries, especially the least developed countries, countries emerging from conflict or crisis and countries with economies in transition.

IV. Recommendations

70. **Through the annual session of the Committee of Experts on Public Administration, the Secretariat receives guidance from the Committee on its scope of activities. Based on discussions held at its ninth session, in 2010, the Committee recommended a draft resolution[22] to the Economic and Social Council, which it considered at its substantive session of 2010. In that draft resolution, the Committee requested the Secretariat to consider the following in its programme of work:**

[22] See E/2010/44-E/C.16/2010/5.

(a) Give due recognition to innovative public sector initiatives by Member States through the promotion and strengthening of United Nations Public Service Day and the United Nations Public Service Awards;

(b) Support further development of the United Nations Public Administration Network for partnership-building, knowledge-sharing and the exchange of best practices in the areas of public administration;

(c) Assist in the implementation of the Geneva Plan of Action of the first phase of the World Summit on the Information Society on e-government-related issues;

(d) Assist countries in public institutional and human resources development and development management in order to create policy space for the articulation of national development strategies, their effective implementation and full citizen engagement, with a special focus on developing countries, Africa, countries with economies in transition and the least developed countries;

(e) Explore ways in which this crisis could be an opportunity to promote the green economy and low carbon solutions for development, particularly for countries that cannot do so on their own, while supporting the overall work of the United Nations concerning climate change;

(f) Collect data on gender equality in the context of many fields, particularly women's underrepresentation in public administration and high civil service positions;

(g) Increase the depth and scope of its online and offline capacity-development training and continue to consolidate its products and services under its public administration knowledge space, with the aim of better assisting Member States in redefining, reforming, strengthening and innovating their public administration in general, and public service delivery in particular, according to their needs.

71. The Committee is invited to comment on the activities carried out in 2010 and to make recommendations on priorities for 2011, as well as for the biennium 2012-2013 through:

(a) Taking note of the work of the Secretariat in 2010 in implementing the United Nations Programme in Public Administration and Finance;

(b) Taking note of the activities approved for 2012-2013 and making any suggestions thereon.